decide for yourselves just how much your work is worth?"

They looked at him, and their gestures seemed to say: "Are you kidding us?"

"I suppose," he went on, "you will agree that some of you can work faster, think faster, and walk faster than the others, and that those who do most should get better wages than fellows who do less?"

There were nods and murmurs of assent.

"All right. I want you to divide yourselves into three groups—three grades: A boys, B boys, and C boys. I will give you slips, and you will vote for five A boys, five B boys, and five C boys. The A boys will get the highest pay, the B boys next, and the C boys the lowest rate." He named the different rates of pay and asked: "Is this a go? Do you want to try this plan?"

They looked at one another, did a little confabing, and then enthusiastically told him, "Yes, sir."

They were then given voting slips. At the same time the manager of the boys was asked to write down his selections. The count showed that there was only one difference between the boys' selections and those of their manager.

Since then this company has had no office-boy or messenger-boy trouble on its hands. Only A boys are eligible for promotion to the higher positions, and this paves the way for a B boy and also a C boy stepping up one rung of the ladder.

James Forgan's Advice to Boys

ONE of the most successful handlers of boys and young men in America has been James B. Forgan, now head of the First National Bank of Chicago. Years ago Mr. Forgan was in the Northwestern National Bank of Minneapolis, and made a name for himself by his successful picking of the right kind of candidates for positions in the institution.

"Yes," said Mr. Forgan, when I questioned him about this; "I took a great deal of pride in the selection of young men entering the bank. I became friendly with the principal of the high school, and asked him to suggest likely young men. In this way we built up an exceptionally fine force, the result of which is that the young men then engaged are now at the head of the institution.

"I used to take the boys into my office and impress upon them that their ambition should be to become bankers, not mere machines or bookkeepers; that they should keep their eyes open to everything that was going on, and endeavor to understand what the figures they made on the books actually represented. I also pointed out to them that they should be observers of men, and that they could form opinions of the business methods of the bank's customers and of the other business men on whom they had drafts to collect on their rounds as messengers. By exercising intelligence they could see things and gather information and impressions which might be of value to the bank's officers."

Captain Dollar, the veteran founder and still active head of the Dollar Steamship Company of San Francisco, and one of the most notable figures in the country's lumber trade, who started life as cook's boy in a Canadian lumber camp, and who at seventeen could not multiply or divide the simplest sums, was asked, when he was visiting New York a few weeks ago, if he could name a capable man for an important position in a company run by one of his friends.

"If I knew of such a man I would grab him myself," he told his friend. Then he explained to me: "The hardest job in managing a big business is to find men big enough to run it."

"Do you personally take any pains to develop your office-boys, the ones that are made of the right stuff?" I asked him.

"Indeed I do," he replied. "We do our best to find likely boys. We help them all we can at the start, and try to develop the best that is in them. In two months, as a rule, we can judge whether a boy will ever amount to anything or not. Those that are no good we quietly let go. We don't keep drones."

No boys are more painstakingly developed than those who enter the National City Bank of New York. Every boy must attend the bank's educational classes. After six months he must take an examination. If he passes, his pay is at once increased. If he fails, he is talked to in a fatherly, stimulating way by the high-salaried, large-hearted humanitarian in charge of the educational work. He is given another chance six months later, and if he again shows that he has persistently neglected his studies he is asked to look around for another position.

The bank's boys are divided into teams, each with a captain selected by themselves Contests are constantly held in each branch of their studies, and woe betide any fellow who shirks! His captain and the other members of the team pounce upon him unmercifully.

Detailed records are kept of the progress made by each boy, both in his classes and in his work. The management has found that in practically every instance the lads who are most studious are the ones that do best in their regular duties. There is a committee on promotions, the members of which keep in the closest possible touch with the force, and advancement is based strictly on merit.

The result of all this is that there is an esprit de corps, an enthusiasm, a loyalty, a discipline, and an efficiency among the City Bank's hundreds of boys and youths not matched in any other financial institution. The bank also conducts a university for the professional training of students elected to it by the leading colleges throughout the United States. But this does not quite come under our story.

In John Wanamaker's Philadelphia store two acres of floor space are devoted exclusively to the education of employees. The system there is similar to that of the City Bank. It insures that every boy and every girl who does good work is soon distinguished from those who do poor work. Mr. Wanamaker himself takes as keen an interest in the development of his young workers as in the merchandising of goods; for he realizes that, unless those who handle the goods are properly trained and encouraged, the goods will be mishandled, with disastrous results.

Do heads of great organizations take an interest in their office-boys, noting whether they do good work or poor work?

They do!

Office-boys to-day are recognized as business princelets in training for the filling of the most powerful financial, industrial, and commercial thrones of to-morrow.

Millions of Gold in Sunken Ships

By GRATTAN McCAFFERTY

HOW much gold and silver and precious stones lie at the bottom of the sea in sunken ships? A hundred millions? Two hundred millions? Yes, and more. The location of much of it nobody knows; for strange things happen on the high seas. Ships that have left port with cargoes of riches have disappeared, leaving no trace behind: the ocean is deep and wide, and a sunken ship leaves no tell-tale trace behind. But hundreds of ships have sunk in water not too deep for the modern diver, and now lie in spots carefully recorded on the maps.

And in those hundreds of ships is gold enough to make the fortune of Rockefeller look small. Soldiers of fortune of all ages have dreamed of those treasures: from time to time expeditions have put out in search of them. Now, at last, some of these millions at least are to be recovered. Two expeditions have recently been organized for that purpose, and the organizers who have taken up the most fascinating game in the world are not adventurers, but hard-headed business men. Among the names are those of Percy Rockefeller, Charles H. Sabin, president of the Guaranty Trust Company; George F. Baker, and A. H. Wiggin, president of the Chase National Bank, New York.

The great treasure hunt has come down to a rivalry of opposing theories of deep-sea diving. Stillson, a former gunner in the Navy and diver for one of the expeditions, uses the ordinary rubber and canvas diving dress, with improvements which he has made after many experiments; while Bowdoin, the rival diver, has a suit of diving armor made of steel. To make the rivalry still more interesting, both companies picked out the same wreck for the first test of their theories.

This wreck was the *Merida*, of the Ward Line, sunk in collision five years ago off Cape Charles, Virginia, with nearly $1,000,000 in gold and silver bars and valuables in the purser's safe.

If one expedition succeeds in getting the *Merida's* treasure, the other will not worry much. It has plenty of other golden wrecks on its list—from great galleons that lie along the Spanish Main, with the wealth of the Indies in their holds, to big ocean liners sunk by submarines since the war began, carrying millions to the bottom with them. And ninety per cent. of the ships on the list of the two concerns lie in less than 300 feet of water; while Stillson was down 306 feet off Honolulu in his diving suit in April, 1915, when the submarine F-4 was raised. Before that, diving operations had been confined to comparatively shallow depths, and there seemed little hope of ever reaching the wrecks of the treasure ships.

Stillson says that his experiments, conducted in Long Island Sound from the deck of the United States destroyer *Walke*, have demonstrated that the great problem of deep-sea diving is not the tremendous water pressure that the diver must endure, but the difficulties of breathing at great depths. His inventions, therefore, pay particular attention to the problem of keeping the diver supplied at all times with unlimited quantities of air.

He retains the diving dress that has been in use for years, consisting of the canvas and rubber suit covering the body, with a metal breastplate and a copper helmet. He made improvements in the pumps by which compressed air is shot down to the diver, so as to insure an uninterrupted flow at all times and with new valves provided for the proper ventilation of the helmet. Under the breastplate he installed a valve by which the diver controls his own air supply. In the helmet he placed an improved escape valve, not only to get rid of the foul air, but to do away with some of the great noise in the helmet—this being more than necessary, now that divers are provided with telephones.

Mr. Bowdoin believes that Stillson's diving suit may collapse under water as a result of the great pressure, which at 306 feet is equal to 129.9 pounds per square inch. His own suit of steel armor wards off all danger of pressure, he says. It is provided with joints, of a special flexible substance that Mr. Bowdoin has invented, which will permit free movements of the arms, legs, and head. A hose leading into the helmet carries in the air pumped from above, while the foul air is pumped out of the suit through another hose. Mr. Bowdoin says that his tests have shown that a diver in his armor can go down 600 feet and work there for hours without danger.

Beginning with the *Merida*, the rival companies have decided on a number of ships they will try to reach. Among them is the *Lusitania*, sunk by a German submarine off the coast of Ireland in 270 feet of water, and containing at least $1,000,000 in treasure.

But the prize treasure of the ocean is the fleet of Spanish galleons lying at the bottom of Vigo Bay, with $120,000,000 in their holds. Official records show that the treasure is there, and here is its story:

In 1702 a fleet of seventeen galleons brought a three years' accumulation of treasure from South America, consisting of gold, silver, and jewels. It was valued at $140,000,000, a rich prize for the combined British and Dutch fleet that lay in wait. The expedition reached Vigo Bay, and there the galleons were attacked. The convoying fleet was defeated, and, rather than let the great treasure fall into the hands of the enemy, the Spaniards sank the seventeen ships.

Some years later six of them that lay in shallow water were raised and $20,000,000 recovered. The other galleons, with their great chests crammed full of valuables, are still on the bottom, supposedly in about 200 feet of water. The Spanish Government has a standing offer of the salvage concession to any company that will agree to pay 20 per cent. of the amount recovered.

The fleet of galleons is enterprise No. 5 on the list of one of the companies. No. 1 is the *Merida*. No. 2 is the steamship *Pewabiac*, sunk in collision in Lake Huron in 160 feet of water, with nearly $1,000,000 in gold and copper on board. No. 3 is the *Oceana*, also sunk in collision. She lies off Beachy Head in 210 feet of water, with $5,000,000 in gold and silver specie, part of the big China loan. The *Lusitania* is No. 4.

Only recently have some of the treasure wrecks been definitely located. Such is the case of the *General Grant*. The location of the *Santa Margarita* was established in 1898 by a number of Harvard graduates, who purchased a yacht and set out to recover the treasure. But, after locating the wreck of the galleon, the yacht itself was wrecked almost on the same spot where the galleon had gone down, and the adventure was abandoned.

Here Is the Money Waiting for You if You're a Good Diver

Merida, off Cape Charles, Virginia	$1,000,000
Pewabiac, in Lake Huron	1,000,000
Oceana, off Beachy Head	5,000,000
Lusitania	1,000,000
Spanish galleons, in Vigo Bay	120,000,000
Islander, near Juneau, Alaska	2,000,000
General Grant, off Auckland Islands	15,000,000
Santa Margarita, off Porto Rico	7,000,000
Florentia, Tubermoy Bay, Scotland	15,000,000
Alphonse, off Point Grando, Grand Canary	400,000
Skyro, off Cape Finisterre	500,000
Hamilla Mitchell, off Lenconna Rock, near Shanghai	700,000